

CHAPTER I: ECONOMIC DEVELOPMENT



New Business in Planning Area



Dell Village Shopping Center

This chapter contains goals and objectives related to improving the economic conditions in the area. Emphasis is placed on reaching out to the local business community, revitalizing and improving the appearance of the community's commercial corridors, building up human resources, and promoting the preferred type and form of future commercial developments.

Goal 1: Community and Business Relationships

Conduct outreach to, and establish working relationships with, area businesses and major local employers

Objective 1.1: Business Outreach

Formalize outreach to local business community

Action Steps:

1.1.1 Create an Economic Development Committee

- Create a group that deals largely with monitoring and implementing economic development related goals
- Explore forming a sub-committee of the Plan Implementation Team
- Encourage membership and/or participation with local business owners

<i>Timeline:</i>	Immediate
<i>Lead Partner:</i>	Greater Dellview Area Plan Implementation Team
<i>Proposed Partnerships:</i>	Planning Area Neighborhood Associations, Planning Area Business Owners and Representatives
<i>Proposed Funding Sources:</i>	Minimal/Volunteer

1.1.2 Inventory local businesses

- Establish as an early priority of the Economic Development Committee the creation of an area business inventory
- Utilize the Plan's Existing Land Use Map for preliminary business inventory data
- Work with the Texas Workforce Commission and City of San Antonio (COSA) Planning Department to acquire more robust and accurate current contact information for area businesses and business owners

<i>Timeline:</i>	Short (1 - 2 years)
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	COSA Planning, Texas Workforce Commission, Planning Area Businesses
<i>Proposed Funding Sources:</i>	Minimal/Volunteer

Objective 1.2: Business Involvement

Establish working relationships with local businesses

Action Steps:

1.2.1 Establish formal, periodic meetings with the business community

- Establish personal contacts by “block walking” the commercial corridors
- Conduct mail outs based on address list obtained through objective 1.1.2
- Promote periodic meetings with businesses and the Economic Development Committee
- Encourage membership of business owners in the Economic Development Committee
- Periodically invite area businesses to Planning Area Neighborhood Association meetings

Timeline: Immediate and Ongoing
Lead Partner: Economic Development Committee
Proposed Partnerships: Planning Area Businesses
Proposed Funding Sources: Minimal/Volunteer

1.2.2 Design and promote one or more annual fun activities that involve local businesses and promote betterment of the community

- Establish an annual event with a fun or interesting theme that promotes local neighborhoods and draws patrons to one or more of the community’s businesses (ex. Farmer’s Market)
- Explore creating an annual neighborhood or community-based event that involves volunteering to clean the community, such as painting over graffiti or litter collection from Wonder Parkway or Olmos Creek; utilize the business community in financial or “sweat equity” support

Timeline: Short (1 - 2 Years)
Lead Partner: Economic Development Committee
Proposed Partnerships: Planning Area Businesses
Proposed Funding Sources: Area Businesses, Donations



Example of a farmer's market

Goal 2: Neighborhood Commercial Revitalization

Promote the growth and development of local businesses and create attractive and viable commercial environments that draw new customers and diverse businesses

Objective 2.1: Commercial Corridors Assessment

Develop data to inform the economic development process and prioritize critical needs

Action Steps:

2.1.1 Conduct a preliminary market and land use survey of existing commercial corridors

- Utilize Existing Land Use Map from this document as a starting point
- Conduct a preliminary identification and vacancy inventory of all “strip centers” on West, Vance Jackson, Blanco, and Hildebrand
- Prioritize corridors needing attention based on vacancy rates, number of undesirable businesses, and/or potential for revitalization
- Mobilize the Economic Development Committee, Planning Area Neighborhood Associations, and citizen volunteers if necessary

Timeline: Immediate

Lead Partner: Economic Development Committee

Proposed Partnerships: Planning Area Businesses, Planning Area Neighborhood Associations

Proposed Funding Sources: Minimal/Volunteer

Objective 2.2: Neighborhood Commercial Revitalization (NCR) Program Application

Work to improve the quality and viability of business ventures along the community’s commercial corridors through a Partnership Project with the City of San Antonio’s NCR Program

Action Steps:

- ##### 2.2.1 Hold a meeting with NCR staff, key community stakeholders, and neighborhood leaders to become more familiar with the program and process

- Hold a gathering at NCR staff offices to view various videos and slideshows illustrating the program

Timeline: Immediate
Lead Partner: Economic Development Committee
Proposed Partnerships: Neighborhood Associations, Key Business Stakeholders, COSA Neighborhood Action
Proposed Funding Sources: Minimal/Volunteer

2.2.2 Select a commercial corridor section in the community for the NCR Partnership Project program

- The NCR Program is administered by the City's Neighborhood Action Department and empowers community-based non-profit organizations to restore productivity of underused neighborhood urban retail and business areas. There are two levels to the program: the Partnership Project level and the Revitalization Project level. At the Partnership Project level, funding is provided for organizational development, and the Revitalization Project level has funding over a six-year period for organizations that demonstrate ability to implement a full-time economic development program. The program is offered to areas on a competitive basis with a formal application required.
- Utilize information from Objective 2.1.1 combined with citizen and business support levels to select the appropriate commercial corridor for this program

Timeline: Short (1 - 2 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: Planning Area Businesses, COSA Neighborhood Action
Proposed Funding Sources: Minimal/Volunteer

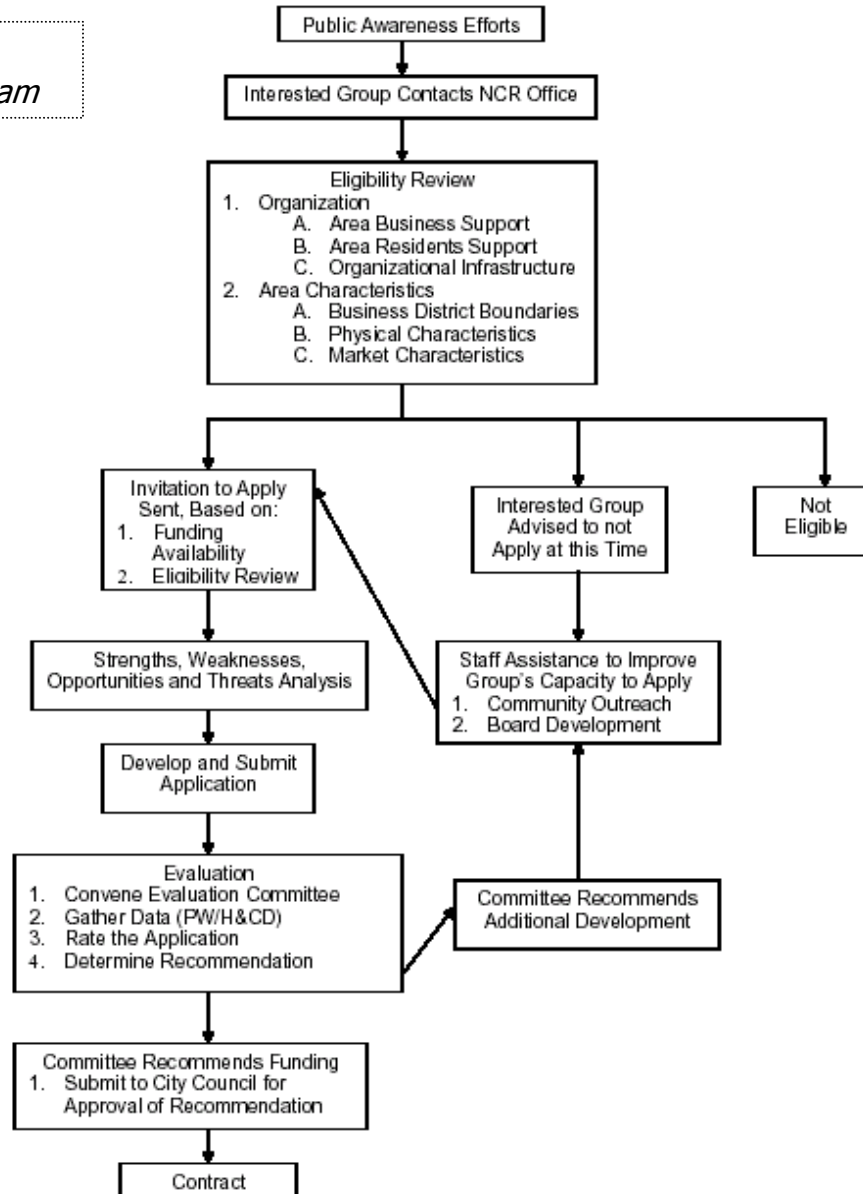
2.2.3 Form and/or maintain a Board of Directors

- Assign a name to the organization
- Create by-laws
- Elect officers
- Create Articles of Incorporation
- Tax ID number

Timeline: Short (1 - 2 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: Planning Area Neighborhood Associations
Proposed Funding Sources: Minimal/Volunteer

Partnership Projects Application Process Flowchart

*Process for applying
To the NCR Partnership Program*



2.2.4 Submit the NCR Partnership Projects Application to City

- Put together application with Board of Directors
- Coordinate with COSA Neighborhood Action on next available date for applications and apply

Timeline: Short (1 - 2 years)

Lead Partner: Board of Directors

Proposed Partnerships: Economic Development Committee, Planning Area Neighborhood Associations, COSA Neighborhood Action

Proposed Funding Sources: Minimal/Volunteer

Objective 2.3: Corridor Plan for Vance Jackson

Implement the agreement between Granados Development and the Dellview Area Neighborhood Association for a Vance Jackson Corridor Plan

Action Steps:

2.3.1 Work with the City and/or a private consultant to implement a corridor plan for Vance Jackson that includes:

- Transportation Management component
- Urban Design component
- Market Analysis component
- Future Land Use Implementation component

Timeline: Short (1 - 2 years)

Lead Partner: Dellview Area Neighborhood Association

Proposed Partnerships: Economic Development Committee, Private Consultants, City of San Antonio

Proposed Funding Sources: Grant Money from Granados Development Group



Vance Jackson corridor

Objective 2.4: Small Business Development

Foster an environment that promotes, encourages and supports small business development

Action Steps:

2.4.1 Investigate establishing a business incubator

- Contact San Antonio Technology Accelerator Initiative (SATAI) to seek guidance in establishing a business incubator
- Investigate and contact the San Antonio Development Agency (SADA) concerning its incubator experiences on the Westside
- Identify a site, preferably within a vacant portion of a strip center, for the incubator
- Begin outreach and developing partnerships

Timeline: Short (1 - 2 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: COSA Economic Development, SADA
Proposed Funding Sources: Minimal/Volunteer



SADA business incubator on the Westside

2.4.2 Advertise and secure South Texas Business Fund small business development loans for area businesses

- The South Texas Business Fund, a certified development company and a financial resource of the City of San Antonio, offers 6 different types of loans, which can provide between \$15,000 to \$4 million to small businesses for various forms of working capital.
- Have the Economic Development Committee coordinate with the COSA Economic Development to educate local business owners or business start-ups regarding these loans

Timeline: Mid (3 - 5 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: COSA Economic Development, South Texas Business Fund
Proposed Funding Sources: COSA Economic Development, South Texas Business Fund



Goal 3: Commercial Development: Type, Form and Appearance

Proactively promote best urban planning practices and ensure commercial environments that are clean, safe, attractive, compliant with city codes, and respectful of adjacent neighborhood residential uses

Objective 3.1: New Development

Address new and proposed developments by engaging developers from the onset of proposed projects

Action Steps:

3.1.1 Utilize the courtesy Planning Team zoning case notifications from the City of San Antonio to identify new development proposals

- Have the Plan Implementation Team create a formal process for receiving, evaluating, and responding to re-zoning requests
- Attend Zoning Commission Hearings whenever applicable

Timeline: Immediate and Ongoing

Lead Partner: Planning Team

Proposed Partnerships: Plan Implementation Team, Planning Area Neighborhood Associations, Economic Development Committee

Proposed Funding Sources: Minimal/Volunteer

3.1.2 Engage developers in a positive dialogue that expresses desired types and forms of development

- Educate new and prospective businesses and developments in the area on the Future Land Use Plan
- Advocate for pedestrian friendly site planning
- Ensure appropriate buffering and landscaping on new developments
- Where appropriate, encourage mixed use development and town center concepts

Timeline: Immediate and Ongoing

Lead Partner: Plan Implementation Team

Proposed Partnerships: Planning Area Neighborhood Associations, Potential Businesses, Potential Developers

Proposed Funding Sources: Minimal/Volunteer

Objective 3.2: Reuse and Retrofit

Promote and facilitate the revitalization of existing commercial strip centers and sites in the planning area

Action Steps:

3.2.1 Work with local architecture schools and/or the American Institute of Architects (AIA) to develop pro bono façade and building enhancement design concepts for existing older strip centers

- Identify a preferred building or commercial center for the project
- Begin a dialogue with the University of Texas At San Antonio Graduate School of Architecture regarding doing a class project that incorporates a local building(s)

Timeline: Short (1 - 2 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: University of Texas at San Antonio, AIA
Proposed Funding Sources: Minimal/Volunteer

3.2.2 Investigate other successful commercial retrofits and rehabilitations in San Antonio and dialogue with developers / architects of those projects

- Study the experiences of commercial retrofits and rehabilitations along North and S. Flores street, Austin Hwy., Goliad Rd. @ Southeast Mission Drive

Timeline: Short (1 - 2 years)
Lead Partner: Economic Development Committee
Proposed Partnerships: Area Developers with Local Commercial Building Rehabilitation Experience
Proposed Funding Sources: Minimal/Volunteer

3.2.3 Investigate façade improvement loans or grants for improving the appearance of area commercial buildings

- Contact the San Antonio Conservation Society, or other non-profit organizations concerned with the preservation and upkeep of buildings, to investigate grant or loan options

- The Dellview shopping center (built in the 1950's) presents a viable option for façade improvement and upgrades

<i>Timeline:</i>	Short (1 - 2 years)
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	San Antonio Conservation Society, Planning Area Neighborhood Associations
<i>Proposed Funding Sources:</i>	Minimal/Volunteer

Objective 3.3: Code Compliance

Promote and facilitate a clean and orderly business environment that is respectful of the law and adjacent neighborhoods

Action Steps:

3.3.1 Work in cooperation with the City to diminish illegal mobile vendors along the community's commercial corridors

- Invite the San Antonio Metro Health District to speak at Planning Area Neighborhood Association meetings regarding mobile vendors
- Identify and report businesses that do not display inspection stickers, sell near schools or retail food establishments, or that frequent the commercial corridors in the evening hours; report violations to COSA Code Compliance or the COSA Metro Health District
- Ensure community participation this year at public hearings for the revision of City's ordinance that regulates mobile vendors

<i>Timeline:</i>	Immediate and Ongoing
<i>Lead Partner:</i>	Planning Area Neighborhood Associations
<i>Proposed Partnerships:</i>	Plan Implementation Team, COSA Metro Health District, COSA Code Compliance
<i>Proposed Funding Sources:</i>	Minimal/Volunteer



Dell Village Shopping Center



Mobile Vendor

3.3.2 Facilitate the removal of illegal (“bandit”) signs along commercial corridors

- Invite a sign inspector from COSA Development Services to speak at Planning Area Neighborhood Association meetings
- Implement the City’s new bandit sign ordinance which empowers citizens with the right to remove illegal signs themselves
- Report signs in the Public Right of Way without an Official City Sign Decal to COSA Development Services’ Sign Division

Timeline: Immediate and Ongoing
Lead Partner: Planning Area Neighborhood Associations
Proposed Partnerships: Plan Implementation Team, COSA Development Services
Proposed Funding Sources: Minimal/Volunteer

3.3.3 Ensure compliance of entertainment establishments with noise ordinances

- Have COSA Code Compliance representatives speak to Planning Area Neighborhood Associations regarding noise related ordinances
- Routinely monitor and report infractions to COSA Code Compliance and/or the San Antonio Police Department (SAPD)

Timeline: Immediate and Ongoing
Lead Partner: Neighborhood Associations
Proposed Partnerships: COSA Code Compliance, SAPD, Planning Area Businesses and Entertainment Establishments
Proposed Funding Sources: Minimal/Volunteer

3.3.4 Diminish or eliminate littering along commercial corridors

- Utilize area schools to educate students about proper waste disposal
- Work with Keep San Antonio Beautiful to promote community clean-ups and promote recycling



"Bandit" signs

- Work with area businesses to explore placing signs encouraging on-premise, or appropriate, disposal of food containers, disposable utensils, etc.

Timeline: Immediate and Ongoing

Lead Partner: Plan Implementation Team

Proposed Partnerships: Planning Area Neighborhood Associations, Keep San Antonio Beautiful, San Antonio Independent School District (SAISD), Northeast Independent School District (NEISD)

Proposed Funding Sources: Minimal/Volunteer

3.3.5 Explore utilizing COSA Code Compliance's Blue Card Notification Program

- The Neighborhood Blue Card Program enables neighborhood associations to patrol their areas for code violations and inform residents or businesses of those violations without reporting them to COSA Code Compliance
- The business then has 10 days to correct the violations before it is reported to COSA Code Compliance

Timeline: Immediate & Ongoing

Lead Partner: Planning Area Neighborhood Associations

Proposed Partnerships: COSA Code Compliance, Planning Area Businesses

Proposed Funding Sources: Minimal Volunteer

3.3.6 Participate in Keep San Antonio Beautiful's Adopt a Spot Litter Control Program

- The Adopt-A-Spot program operates by having individuals, groups, schools, and businesses "adopt" certain parts of the City and having them clean the area of litter 4 times per year
- Identify corridors within the planning area that could benefit from this and coordinate with Keep San Antonio Beautiful to bring the program to a corridor

Timeline: Short (1 - 2 years)

Lead Partner: Economic Development Committee

Proposed Partnerships: Keep San Antonio Beautiful

Proposed Funding Sources: Minimal/Volunteer

Goal 4: Community Development

Empower local human resources and create mutual growth between the community's citizens and its commercial sector

Objective 4.1: Human Capital

Educate, train, and empower the citizens today for a brighter economic future tomorrow

Action Steps:

- 4.1.1 Establish an apprenticeship program that partners small businesses and major local employers with neighborhood youth
- Identify potential major local employers in the planning area
 - Have the Plan Implementation Team or the Economic Development Committee provide outreach to potential participants

<i>Timeline:</i>	Short (1 - 2 years)
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	Planning Area Businesses and Major Area Employers, Plan Implementation Team
<i>Proposed Funding Sources:</i>	Minimal/Volunteer

- 4.1.2 Encourage more programming of entrepreneurship and/or financial literacy curriculum in neighborhood schools
- Begin exploring idea with Planning Team or Plan Implementation Committee members that are teachers or principals
 - Identify nationally offered, free, or low cost curricula and lesson plans



Financial literacy class

- Develop partnerships with local community businesses and educators to provide input, guidance, or “field trips”

<i>Timeline:</i>	Mid (3 - 5 years)
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	SAISD, NEISD, San Antonio Core of Retired Executives (SCORE), National Foundation for Teaching Entrepreneurship (NFTE), UTSA School of Business, Planning Area Businesses
<i>Proposed Funding Sources:</i>	Local, State and National Grants

4.1.3 Promote the enrollment of eligible community residents in COSA Community Initiatives' Individual Development Account (IDA) program

- The IDA program is a special match (\$4 to \$1) savings program for people of limited income in Bexar County. The money saved through the program can be utilized for a housing down payment, a college education, or for small business development and training.

<i>Timeline:</i>	Short (1 - 2 years)
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	COSA Community Initiatives
<i>Proposed Funding Sources:</i>	Minimal/Volunteer

4.1.4 Encourage the development of a computer lab or literacy center in the restored house of Virginia Marie Granados Park*

- Periodically contact COSA Parks & Recreation to ensure public participation in the programming of services and programs to be offered at the house

<i>Timeline:</i>	Short (1 - 2 years)
<i>Lead Partner:</i>	Plan Implementation Team
<i>Proposed Partnerships:</i>	COSA Parks and Recreation, COSA Community Initiatives, Dellview Area Neighborhood Association, COSA Housing & Community Development
<i>Proposed Funding Sources:</i>	Minimal / Volunteer



*Margarita Huantes Community Center
Computer Lab*

**The Parks & Recreation Department does not support the use of the Granados Park Senior Center as a computer training and literacy center. Public participation will be held to help determine the types of programs offered at the center, but the programs are expected to be geared towards seniors.*

Objective 4.2: Community Reinvestment

Proactively encourage adequate community development investments in conjunction with the Community Reinvestment Act (CRA)

Action Steps:

4.2.1 Investigate and provide testimony regarding CRA level of service and investment amongst local financial institutions

- The CRA requires neighborhood and community banks to meet certain levels of reinvestment into the community in which they reside. The Office of the Comptroller of the Currency (OCC), the Federal Reserve Board, Federal Deposit Insurance Corporation (FDIC), maintain current evaluations of their records regarding this matter, and welcome and solicit citizen input on these matters.
- Identify and inventory retail banking services present in the community
- Investigate the performance of the community's institutions on the internet by accessing the OCCs website and querying their CRA Database Search webpage

<i>Timeline:</i>	Immediate and Ongoing
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	Office of the Comptroller of the Currency, Area Financial Institutions
<i>Proposed Funding Sources:</i>	Minimal / Volunteer

4.2.2 Encourage community development investments amongst local financial institutions to include loans to non-profits, CDCs, and area individuals, for housing rehabilitation, home ownership, and business development

- Based on 4.2.1, identify institutions receiving “need to improve” or “substantial noncompliance” ratings
- Develop a positive dialogue with these institutions, to include exploring potential investments that could be made in the community that would bolster their ratings

<i>Timeline:</i>	Short (1 - 2 years) and Ongoing
<i>Lead Partner:</i>	Economic Development Committee
<i>Proposed Partnerships:</i>	Planning Area Financial Institutions
<i>Proposed Funding Sources:</i>	Planning Area Financial Institutions